

s.47F Personal privacy

27/10 5:42 pm

s.47F Personal privacy

- Please find attached artefacts associated with the Budget Item on the SLG agenda. There is also be a much more detailed paper from the CFO to come.

Separately - I have spoken with Jonathan and we will hold the PSP paper until he has a chance to review and can otherwise work out the best way to progress this. Kind regards,

s.47F Personal privacy

2026 Budget White Paper - Feedback

Key Messages

- There was general support for:
 - The considered approach to budgeting
 - The \$80 contingency fund for strategic investment

There was an emerging opinion in some aspects of the feedback:

Improvement themes central to the need for:

- Faster allocation mechanisms
- Improved growth incentives
- Clearer visibility of financial decisions

2026 Budget P...
COO > Committees

Australian National University

Consolidated Comments on SLG Budget Paper 2026

BACKGROUND

On 16 October 2025, the 2026 Budget Assumptions and 2016-2030 Forward Estimates White Paper was provided to the Senior Leadership Group (SLG) for review. Feedback on the paper's content was sought from members.

With the 2026 budget item scheduled for discussion on 30th October, we are now seeking to consolidate all feedback and questions on the paper previously shared. Thank you to those who have provided input so far. Can I request that if members have any additional feedback, it be addressed to Michael by COB Thursday 23rd October for consideration? Any proposed changes will be circulated prior to the 30th.

The feedback received is presented in full below and is provided in conjunction with the accompanying summary slides prepared to support discussion at the meeting.

FEEDBACK #1

Consolidated C...

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28/10 10:11 am

s.47F Personal privacy

Heads up that I believe that JC and ML would also like a couple of historic finance papers circulated to support the budget item. I am just confirming what these are and I will send them through.



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28/10 4:43 pm

Kiley, thanks for this! I will be waiting on the final budget paper to circulate to members ahead of the meeting.



Reply



Mariane Quintao Gervais 30/09 3:20 pm



2 Oct - IVC Updates Meeting

Hello [SLG Sliders](#),

As discussed, this week's meeting will be shortened and will be held online. I'll prepare suggested slides and will share with you all tomorrow for information.

Mariane



s.47F Personal privacy 01/10 9:46 pm

Hi [SLG Sliders](#), slides for tomorrow as approved by IVC are [in the folder](#), FYI.



s.47F Personal privacy 15/10 11:36 am

Hi **s.47F Personal privacy** I've put the 2026 Budget paper into a folder I created in appendices [16 October](#). Sorry if this is not the right place to pop it. This paper has been cleared by COO.



Reply





s.47F Personal privacy 14/10 12:56 pm

Wonderful! Here's the updated agenda.



Australian National University
Strategic Leadership Group (SLG)
Thursday, 16 October 2025

- **Date:** Thursday 16 October
- **Time & Venue:** 10-11.30pm @ Mills Room
- **Agenda due to be distributed to SLG:** Tuesday 14 August

Agenda

Item	Presenter	Expected Timing
Part 1 - Procedural Items		
1 Welcome, Apologies and Announcements	IVC	10:00am (5 mins)



 SLG Agenda - 16 October 2...  ...

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Reply

s.47F Personal privacy 13/10 10:45 am



16 October - Draft agenda (tbc)

Good morning SLG Sliders,

Thanks for your patience with this week's SLG, considering my leave last week.

Attached is a draft agenda for this week--TBC. I still need to confirm approval with IVC.

s.47F Personal privacy

Australian National University Strategic Leadership Group (SLG)
Thursday, 16 October 2025

- **Date:** Thursday 16 October
- **Time & Venue:** 10-11.30pm @ Mills Room
- **Agenda due to be distributed to SLG:** Tuesday 14 August

Agenda

Item	Presenter	Expected Timing
Part 1 - Procedural Item/s		
1 Welcome, Apologies and Announcements	IVC	10:00am (15 mins)

SLG Agenda - 16 October 2...



s.47F Personal privacy 14/10 12:30 pm



Hi s.47F Personal privacy, s.47F Personal privacy has confirmed that he is available to attend and present on Travel System Update.



s.47F Personal privacy

s.47F Personal privacy

10/09 3:47 pm Edited



18 September - Services Portfolio

Hello [SLG Sliders](#),

As discussed this morning (noting Provost's Office was absent), we'll progress with the Services Portfolio meeting in light of the 4 Sep being cancelled. [Skeleton slides](#) are ready in the folder. [s.47F Personal privacy](#) I've left Renew ANU in just in case there's time for a brief update at the end. Please let me know if JC would like anything added as an appendix.



s.47F Personal privacy

s.47F Personal privacy

18/09 8:01 am

Hi [SLG Sliders](#), I've updated the slide pack [09-17 SLG Meeting 2025-14.pptx](#) with the Budget 2026 slides and have sent an email separately with them for next steps before the meeting this afternoon.



s.47F Personal privacy

s.47F Personal privacy

18/09 8:09 am

Thanks [s.47F Personal privacy](#) as SLG Secretary, are you happy for me to follow protocol to seek VC approval or would you like this approached differently?

s.47F Personal privacy

s.47F Personal privacy

18/09 8:14 am

Also, just to flag it would be Jonathan's preference for the slides to be distributed as early as is possible. Though I recognise that that may not be possible today.



Today

This message has been deleted.



STRATEGIC LEADERSHIP GROUP (SLG)

SERVICES PORTFOLIO

18 September 2025



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Agenda

01 Welcome & Acknowledgement

- Announcements

02 2026 Budget



Australian
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Welcome & Acknowledgment of Country

Welcome/Note

- s.47F Personal privacy [REDACTED]

Proxies

- s.47F Personal privacy [REDACTED]

Announcements

- SLG and ULG charter updates have been postponed until the interim Vice-Chancellor has settled into the new role/office



2026 Budget

Chief Operating Officer / Chief Financial Officer



2026 Budget guiding principals and budget model assumptions



Senior Leadership Group:

- Provide feedback and input into the 2026 budget principles
- Endorse 2026 University draft budget to proceed to October council

Next steps:

- Post SLG feedback and endorsement – 3rd October Council for endorsement
- Post October Council: Proceed with the bottom-up building process, which involves wider ANU stakeholders providing their input during October to November, culminating in final Council approval on 28 November, for the 2026 Budget and 2027-2030 forward estimate.



2026 Budget Principles

- **Financial sustainability goal:** Achieve an operating profit break-even, adjusted for strategic spending (e.g., Digital Plan) from 2026, with a focus on the Non-Salary Cost Savings
- **Revenue:**
 - Focus on achieving 2026 NOSC for International students
 - Reduce dis-incentives for growth in EFTSL (uplift to R budget for margin enhancing student growth)
- **Debt Reduction:** Planned partial retirement of external debt by \$100m, which is expected to deliver an annual recurring saving of \$4m-\$5m.
- **Discretionary spend:** The Q Fund budgets are discretionary and reflect the university's capacity to invest.
- **Efficiency:** A university-wide efficiency reduction of 5.5% in non-salary expenditure is required to meet the 2026 budget targets.



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QUESTIONS / DISCUSSION



THANK YOU



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Thursday, November 6, 2025 at 06:58:30 Australian Eastern Daylight Time

Subject: To approve: SLG Highlights - 18 September 2025
Date: Friday, 19 September 2025 at 7:55:42 am Australian Eastern Standard Time
From: Vice-Chancellor EO
To: Vice-Chancellor
CC: Rebekah Brown
Attachments: image002.png

Dear Rebekah,

As endorsed by Michael, SLG highlights for yesterday's meeting are below for your approval to circulate:

Slides for the SLG meeting on Thursday 18 Sep are  [available here](#). A summary is provided below:

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Actions

1. SLG agreed on a specific session on budgeting for 2026 (*date TBC*).
2. For Chief Information Officer to provide an overview of the business model in relation to the Digital

MasterPlan *(date TBC)*.

3. Stand up a working group to lead ANU global targets with potential for Dean, CBE and Dean, CoSM to lead.

Best regards,

s.47F Personal privacy [Redacted]

[Redacted]

Executive Officer

Office of the Vice-Chancellor
The Australian National University

s.47F Personal privacy [Redacted]

E: eo.vc@anu.edu.au W: www.anu.edu.au

TEQSA Provider ID: PRV12002 (Australian University) | CRICOS Provider: 00120C | ABN: 52 234 063 906

The Australian National University acknowledges, celebrates and pays our respects to the Ngunnawal and Ngambri people of the Canberra region and to all First Nations Australians on whose traditional lands we meet and work, and whose cultures are among the oldest continuing cultures in human history.

STRATEGIC LEADERSHIP GROUP (SLG)

INTERIM VICE-CHANCELLOR UPDATE

Thursday, 2 October 2025



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Agenda

01 Welcome & Acknowledgement

02 Executive & Management Framework

03 Other Business *(if time allows)*



Australian
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Welcome & Acknowledgment of Country

Welcome/Note

- s.47F Personal privacy [REDACTED]

Proxies

- s.47F Personal privacy [REDACTED]

Announcements

- s.47F Personal privacy [REDACTED]
- The Government Relations Team will report directly into the Office of the IVC



Executive & Management Framework

Vice-Chancellor



WHY & PURPOSE

ANAO Recommendations

- Recommendation 1 (closed) - ensure that ANU information and records management practices meet the information management standards issued by the National Archives.
- Recommendation 6 (outstanding) - develop and implement an appropriate reporting regime to provide assurance to the Council that the systems of control, risk management and oversight that have been established are effective and compliant.

Empowers & Ensures Accountability

- The proposed Executive and Management Framework provides for a strong, cohesive leadership that supports our national mission and compliance with legislation.

Clarifies

- The new Executive and Management Framework provides for a strong, cohesive leadership that supports our national mission and compliance with legislation.



PRINCIPLES OF GOOD GOVERNANCE

Integrity	Act ethically, in the best interests of the institution, and always declare potential conflicts.
Objectivity	Act impartially and in non-discriminatory ways, using evidence-based decision making.
Accountability	Be held to account for decisions, enable scrutiny of processes and outcomes.
Openness	Be transparent in decision making and enable access to information as default.
Honesty	Be truthful.
Leadership	Demonstrate these principles in our conduct and challenge poor conduct.
Inclusion	Proactively seek out and include all voices in decision making.
Respect	Be respectful in our interactions.
Care	Be attentive to the 'lived experience' of community members in our interactions.
Self-determination	Ensure self-determination for First Nations' voices in governance.



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Timeline

Phase	Phase Title	Activities	Timeline
1	Foundation	Council endorsement of governance principles (underway)	3 October 2025
2	Documentation	Update committee charters and terms of reference	October - November 2025
3	Engagement	Staff and stakeholder consultation	October - December 2025
4	Integration	Structure model integration into induction programs	Ongoing from December 2025
5	Review	First annual effectiveness review	October 2026



Other Business

- RAC is being renamed to **ROC – Recruitment Oversight Committee**
 - Nomination is being sought for representation for Research School of Humanities & the Arts and Science, Technology, Engineering & Maths
- 2026 Budget Update
- Self insurance license extension



THANK YOU



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Strategic Leadership Group - 16 October 2025

Venue Mills Room, Chancelry Building 10
Zoom <https://anu.zoom.us/j/88690252007?pwd=aNGUIF1a94flY8TIZh8xs6FzYG7rxd.1>
Meeting ID: 886 9025 2007
Password: 771003

Agenda

1. Part 1 - Procedural Items	1
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2. Part 2 - Standing Agenda Items	3
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3. Part 3 - Key Business Items	5
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Item 3.3 - 2026 Budget.docx	52
4. Other Business	63
Item 4.1 - Matters for Noting.docx	64

1. Part 1 - Procedural Items

1.1 Acknowledgement of Country

Action required For information For discussion For decision

Speaker Chair

Purpose Acknowledge and recognise the traditional owners of the land on which the meeting is taking place.

1.2 Apologies

Action required For information For discussion For decision

Speaker Chair

Purpose That members note any apologies.

1.3 Declaration of Conflicts of Interest

Action required For information For discussion For decision

Speaker Chair

Purpose Members asked to advise of any conflict of interests to declare concerning any of the matters on meeting agenda.

1.4 Call for Other Business

Action required For information For discussion For decision

Speaker Chair

Purpose Call for other business to be discussed at item 3.1.

2. Part 2 - Standing Agenda Items

2.1 Chair's Report

Action required	<input checked="" type="checkbox"/> For information	<input type="checkbox"/> For discussion	<input type="checkbox"/> For decision
Sponsor	Chair		
Purpose	For the Chair to provide an update.		
Recommendation	That members note the update.		
Attachments	Nil.		

The Chair will take the opportunity to provide a verbal update around internal and external engagement, including Senate Estimates, Council, the Nixon Working Groups and the University's stock-taking work.

3. Part 3 - Key Business Items

3.1 Preliminary Business Case – ANU College

Action required For information For discussion For decision

Sponsor Deputy Vice-Chancellor, Academic

Purpose For the DVCA for provide an overview of the ANU College pathway business case and for members to endorse.

Recommendation That members endorse the proposal.

Attachments 3.1 – ANU College Preliminary Business Case

The Deputy Vice-Chancellor Academic will speak to the Preliminary Business Case – ANU College document that was circulated prior to the meeting.

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3.2 Travel System Update

Action required	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For decision
Sponsor	Chief Operating Officer (COO), Chief Financial Officer (CFO)
Purpose	The University Travel Manager will be in attendance for this agenda item to provide an update on the ANU travel system
Recommendation	That members note the update
Attachments	Nil

The University Travel Manager will be in attendance to provide an update on the new Travel System.

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4. Part 4 - Other Business

4.1 Matters for Noting

Action required For information For discussion For decision

Sponsor/s 1. Chief People Officer
 2. Deputy Vice-Chancellor Academic

Purpose 1. For members to note the Annual and Long-service leave data balance/s
 2. For members to note the Coursework Education Agent incentive scheme to drive international conversion document.

Recommendation That members note the updates under agenda items 4.1.1 and 4.1.2.

Attachments Appendix 4.1.2 - A

4.1.1 – Annual and Long Service Leave Data

The Chief People Officer provides a quarterly overview of the University-wide annual and long service leave balances. An overview as at 13 October 2025 is provided below:

Total Annual Leave by College/ Portfolio

College / Portfolio	Annual Leave Balance (hrs) 1 Jul 24	Annual Leave Balance (hrs) 8 October 2025	Difference (hrs)	Future Dated Leave (hrs)
Academic Portfolio	31,821.20	22,372.21	-9,448.99	5,788.95
ANU Advancement	6,099.05	5,210.92	-888.13	1,211.93
ANU College of Arts and Social Sciences	62,546.87	53,974.57	-8,572.30	9,317.20
ANU College of Asia & the Pacific	72,908.44	33,913.20	-38,995.24	6,173.60
ANU College of Business & Economics	47,250.03	37,047.69	-10,202.34	8,935.00
ANU College of Law, Governance and Policy	14,239.39	53,932.64	39,693.25	9,467.95
ANU College of Science and Medicine	141,918.97	153,489.95	11,570.98	24,570.37
ANU College of Systems and Society	49,343.39	59,432.36	10,088.97	11,665.91
First Nations Portfolio	4,264.83	4,475.43	210.60	1,008.00
Research & Innovation Portfolio	44,067.88	42,867.87	-1,200.01	10,007.09
Services Portfolio	113,321.74	109,028.50	-4,293.24	25,223.26
Student & University Experience		6,495.78	6,495.78	1,048.73
Vice-Chancellor Portfolio	4,051.20	3,070.01	-981.19	476.00
Closed Colleges/Portfolios	91,397.72		-91,397.72	
Grand Total	683,230.71	585,311.13	-97,919.58	114,894.00

Total Long Service Leave by College/ Portfolio

College / Portfolio	LSL Balance (hrs) 1 Jul 24	LSL Balance (hrs) 8 October 2025	Difference (hrs)	Future Dated Leave (hrs)
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4. Other Business

Academic Portfolio	45,592.05	36,251.67	-9,340.38	627.00
ANU Advancement	11,040.94	10,082.64	-958.30	231.00
ANU College of Arts and Social Sciences	110,255.95	104,203.02	-6,052.93	5,450.70
ANU College of Asia & the Pacific	118,283.83	60,207.84	-58,075.99	2,969.50
ANU College of Business & Economics	84,923.17	79,738.10	-5,185.07	5,693.00
ANU College of Law, Governance and Policy	23,299.52	98,040.96	74,741.44	2,981.10
ANU College of Science and Medicine	249,305.54	272,943.58	23,638.04	7,646.13
ANU College of Systems and Society	67,696.14	105,139.26	37,443.12	2,675.90
First Nations Portfolio	5,259.29	5,662.86	403.57	0.00
Research & Innovation Portfolio	77,187.25	79,316.32	2,129.07	3,489.50
Services Portfolio	171,361.49	173,120.58	1,759.09	6,161.47
Student & University Experience		9,815.12	9,815.12	0.00
Vice-Chancellor Portfolio	3,746.98	4,232.02	485.04	0.00
Closed Colleges/Portfolios	137,433.00		-137,433.00	
Grand Total	1,105,385.24	1,038,753.97	-66,631.27	37,925.30

4. Other Business

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STRATEGIC LEADERSHIP GROUP (SLG)

Thursday, 16 October 2025



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Agenda

- 01 Welcome, Apologies and Announcements
- 02 Chair Update
- 03 Business Case – ANU College
- 04 Travel System Update
- 05 2026 Budget
- 06 Other Business *(if time allows)*



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Welcome & Acknowledgment of Country

Welcome/Note

- Apology: Prof. Helen Sullivan, Dean CAP

Proxies

- Carson Walburn (Proxy to Advancement VP)



Chair Report

Interim Vice-Chancellor



Chair Report

- Senate Estimates
- 3 October Council Meeting
- Nixon Working Groups Presentation Day
- Stocktake Update
 - Communications & Reputation



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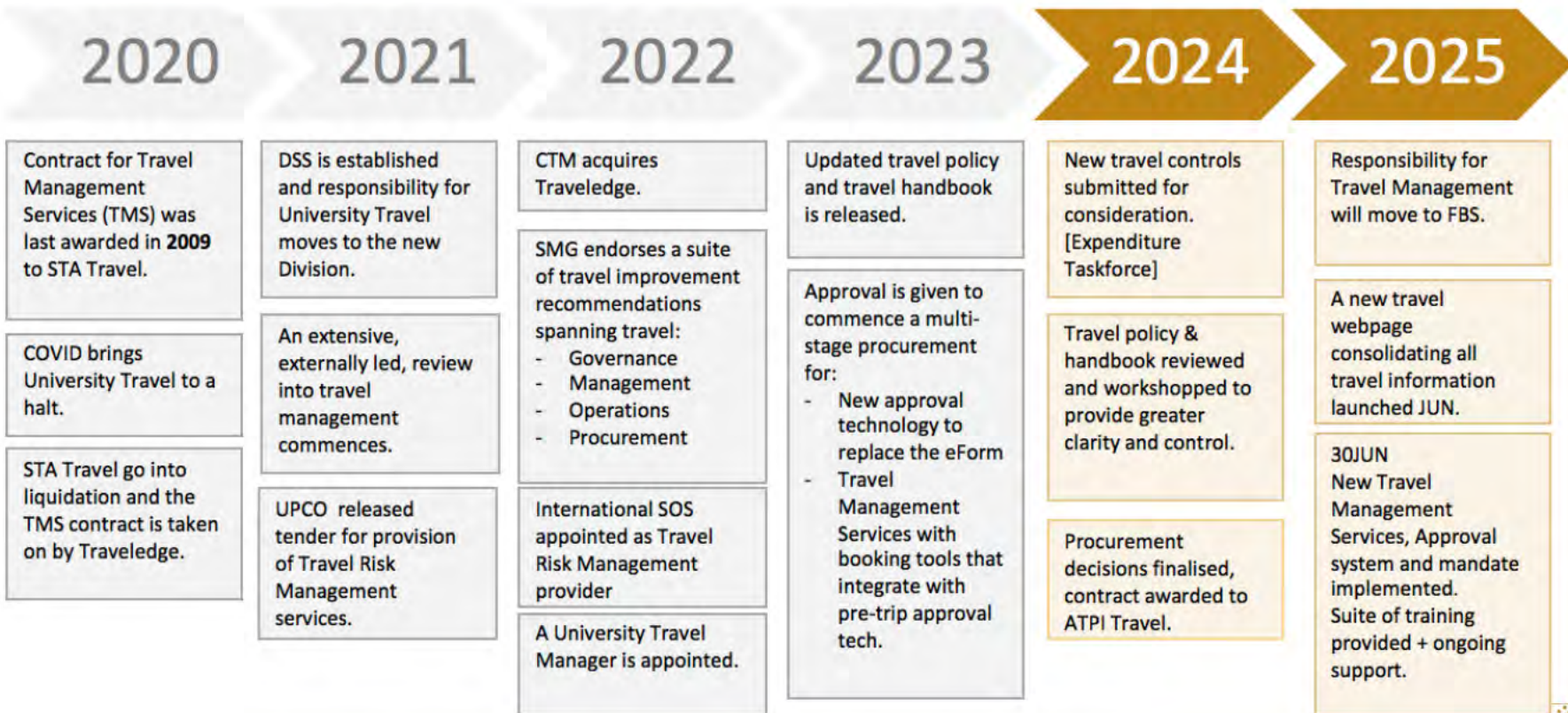
Travel System Update

Chief Operating Officer, Chief Financial Officer, Manager Travel



Travel Improvement Project

Timeline



TRAVEL IMPROVEMENT PROJECT

Duty of Care

Technology

Reporting

Expenditure



NEW TRAVEL PROGRAM

ATPI Numbers today (from 30JUN)

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UNIVERSITY TRAVEL

What's next?



2026 Budget

Chief Operating Officer, Chief Financial Officer



RECAP of Previous Meeting

Council Mandate

- Break-even for Operating profit from 2026 at all fund level

General Guiding Principle

- The Q Fund budgets are discretionary and reflect the university's capacity to invest

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Other Business

Chief People Officer



Journey to 1 Nov 2025

Changing industrial relations landscape



6 Dec 2022 – Fair Work Legislation Amendment

Secure Jobs, Better Pay Act 2022 received Royal Assent; reforms start rolling out over 12 months.

6 Dec 2023 – Fixed-term limits begin

Fixed-term contract limitations commence (2-yr cap / 1 extension). Higher education sector temporarily exempt.

Aug – Dec 2023 – Enterprise Bargaining and EA

Enterprise bargaining for the ANU EA (2023-2026) concludes; clauses externally reviewed by Clayton Utz. EA begins on 5 Dec 2023.

Apr 2024 – June 2024 – RAC and P&C Realignment

Recruitment Approval Committee established to align hiring with strategy; People & Culture centralisation completed as of 1 July 2024.

Oct 2024 – Mar 2025 – Modern Award Review

FWC reviews fixed-term contract provisions in Higher-Education Awards; variations effective 31 Mar 2025.

Jan 2025 – Nov 2025 – Extension for the sector

Regulations amended to extend HE exemption — first to Jan 2025, then further extended for Modern Award Review to be finalised.

1 Nov 2025 – Exemption ends

Higher education exemption ceases; fixed-term limitations apply in full for new contracts entered after this date. Contracts in place prior to 1 November 2025 are not impacted unless incorrectly issued under the EA.

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THANK YOU



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THE AUSTRALIAN NATIONAL UNIVERSITY

STRATEGIC LEADERSHIP GROUP DRAFT MINUTES

The Strategic Leadership Group meeting was held on Thursday 16 October 2025 from 10am (Canberra time) and was conducted in person.

Members Present:

Prof Rebekah Brown, Interim Vice-Chancellor & President	Chair
Mr Jonathan Churchill, Chief Operating Officer	Ex-Officio Member
Prof Peter Yu, Vice-President First Nations	Ex-Officio Member
Mr Michael Lonergan, Chief Operating Officer	Ex-Officio Member
Ms Kate Witenden, Chief People Officer	Ex-Officio Member
Prof Joan Leach, Deputy Vice-Chancellor Academic	Ex-Officio Member
Prof Lachlan Blackhall, Deputy Vice-Chancellor Research & Innovation	Ex-Officio Member
Prof Steven Roberts, Dean College of Business and Economics	Ex-Officio Member
Prof Tony Connolly, Dean, CLGP & Chair Academic Board	Ex-Officio Member
Prof Steven Eggins, Interim Dean College of Systems and Society	Ex-Officio Member
Prof Bronwyn Parry, Dean College of Arts and Social Sciences	Ex-Officio Member
Prof Kiaran Kirk, Dean College of Science and Medicine	Ex-Officio Member
Mr Jeremy Matthew, Chief Campus Environment Officer	Member
Mr Zoran Sugarevski, Chief Information Officer	Member
Ms Shannon Kenna, Chief Marketing & Communications Officer	Member

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PART 1: PROCEDURAL ITEMS

1.1. Confidentiality, Announcements and Apologies

The Chair welcomed members to the meeting and noted proxies (as above).

1.2. Leave Of Absence

No leaves of absence were advised.

1.3. Disclosure Of Material Personal Interest

No disclosures of interest were made by members of the Committee.

1.4. Arrangement Of Agenda

No changes to the agenda were flagged by the Committee.

PART 2 – STANDING AGENDA ITEMS

2.1 – Interim Vice-Chancellor's Report

The Interim Vice-Chancellor and President (IVC) (Chair) provided an update on the 3 October 2025 Council and the Academic Board 7 October meetings' key discussion.

The IVC also provided an update on the stocktakes that have been identified following the fishbowl exercise with the University Leadership Group that took place on 16 September 2025 and which were presented to the ANU community at the community address on 18 September 2025. This includes stocktakes of:

- Finances – revenue and expenditure;
- Culture – the Nixon Review, staff surveys and the proposed Charter for Change;
- Internal Governance – Revising the structure, ToRs and cadence of Executive meetings and obtaining clarity on our delegation frameworks;
- Reputation and Communication – Engagement of Rowdy Consultants to conduct a stocktake into the University's communication strategy and reputation;
- Digital Masterplan – a review into the ANU future-ready project; and
- Academic realignment post-implementation review – planned review following the disestablishment of the College of Health and Medicine and its merger with the College of Science, renamed to College of Science and Medicine.

The Chair also provided an update on the following:

- Planned Senate Estimates training for members of SLG;
- Investigation, audits and scrutiny of the University; and
- The University's strategy work which will be co-designed with the ANU community.

Resolved:

The Committee **noted**:

1. The IVC's report, as proposed in the meeting papers; and
2. That the SLG highlights previously circulated following SLG meetings will be discontinued and that the meetings will be formally minuted.

PART 3 – KEY BUSINESS ITEMS

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s. 47 C Deliberative processes

The Manager, Travel Services joined the meeting for this item and provided an overview of the University's new travel system, including that:

- A post-pandemic review highlighted a lack of visibility and control over University travel bookings;
- A procurement process led to the selection of [ATPI](#) as the University's new travel management partner, chosen for its superior technology and integration capabilities;
- In three months from launch of the ATPI system, only 7 legitimate exemptions to book outside the platform have been granted, otherwise, all travel for University purposes have been booked through ATPI;
- The new system includes a single, integrated platform for bookings and approval, improved reporting, and centralised travel data; and
- By the end of 2025, user feedback will be collated, and a bespoke fieldwork travel workflow will be implemented.

The IVC and DVCA departed the meeting at 11:13am to attend a conflicting external engagement.

Resolved:

The Committee **noted** the Travel Update.

3.4. Budget Update

Due to time constraints, this agenda item was postponed until the next meeting scheduled for Thursday 30 October 2025.

Resolved:

The Committee **agreed** to prioritise the budget discussion at its next meeting.

PART 4 – OTHER BUSINESS

4.1. Matters for Noting

4.1.1. Annual and Long Service Leave Data

Resolved:

The Committee **noted** the annual and long service leave data, as presented in the papers.

s. 47 C Deliberative processes

No other business was raised.

The next meeting of the Strategic Leadership Group will be held in person and online via zoom on 30 October 2025.

The meeting closed at 11.33am.

Prof Rebekah Brown
Interim Vice-Chancellor & President
Chair
The Australian National University

Date: _____